

**BY ORDER OF THE COMMANDER
AIR FORCE SPACE COMMAND**



**AIR FORCE SPACE COMMAND
INSPECTION CHECKLIST 35-4**

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Public Affairs

PUBLIC AFFAIRS

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This checklist reflects Command requirements for unit Public Affairs (PA) offices to prepare for and conduct internal reviews.

SUMMARY OF REVISIONS

This checklist has been revised to update critical items, non-critical items and references. An asterisk (*) indicates a revision from the previous edition.

1. References have been provided for each item. Critical items have been kept to a minimum and are related to public law, safety, security, financial responsibility, and/or mission accomplishment. While compliance with non-critical items is not rated, these items help gauge the effectiveness/efficiency of the function.

2. This publication establishes a baseline checklist. Command IG will also use the checklist during applicable assessments. Use the attached checklist as a guide only. **AFSPC checklists will not be supplemented.** Units produce their own standalone checklists as needed to ensure an effective and thorough review of the unit program. Units are encouraged to contact the Command Functional OPR of this checklist to recommend additions and changes deemed necessary. See Attachment 1.

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Director of Mission Support

ATTACHMENT 1

PUBLIC AFFAIRS

Table A1.1. Checklist.

MISSION STATEMENT: To expand awareness of and support for the world's most respected air and space force. <i>Note:</i> All references are from AFI 35-101, <i>Public Affairs Policies and Procedures</i> , unless otherwise stated.			
SECTION 1: GENERAL GUIDELINES			
1.1. CRITICAL ITEMS	YES	NO	N/A
1.1.1. Does PA operate comprehensive, active programs to provide service members, the public and media representatives timely, accurate and authoritative information contributing to awareness and understanding of the Air Force and unit mission? (Para 1.10)			
*1.1.2. Does the PAO ensure activities to misinform, mislead, cover up or deny otherwise releasable information is not practiced in any Public Affairs program? (Para 1.10.1)			
*1.1.3. Is PA organized in a way to achieve the synergistic effects of the internal information, community relations and media relations programs? Do media, community and internal programs focus complementary messages on the same issues at the same time in the most effective mix? (Para 1.11)			
1.2. NON-CRITICAL ITEMS	YES	NO	N/A
1.2.1. Does Public Affairs routinely deliver candid and timely counsel and guidance to commanders on decisions that affect the unit's ability to accomplish its mission? (Para 1.8.2.1)			
SECTION 2: RESPONSIBILITIES			
2.1. CRITICAL ITEMS	YES	NO	N/A
*2.1.1. Does the PAO have direct access to the commander? (Para 2.21)			
2.2. NON-CRITICAL ITEMS	YES	NO	N/A
2.2.1. Have commanders of units with no authorized PA positions designated a unit public affairs representative (UPAR)? (Para 2.19.5)			
2.2.2. Is the PAO exempt from additional duties such as protocol, historian or special event projects that could interfere with assigned PA duties? (Para 2.19.6)			

NON-CRITICAL ITEMS Cont:	YES	NO	N/A
2.2.3. Is the PAO or a qualified representative available on a 24-hour basis? (Para 2.21.2)			
2.2.4. Does the PAO make Air Force members and employees aware of their responsibility for obtaining the necessary review and clearance before releasing any proposed statement, text or imagery to the public (including digital products loaded on a web site)? (Para 2.22.1)			
SECTION 3: RESOURCE MANAGEMENT			
3.1. CRITICAL ITEMS	YES	NO	N/A
3.1.1. Do supervisors use the Career Field Education and Training Plan (CFETP) to plan, develop, manage and conduct an effective career field training program, and to ensure individuals receive the training necessary to develop and progress throughout their career? (Para 3.12.8)			
3.2. NON-CRITICAL ITEMS	YES	NO	N/A
3.2.1. Are all PA activities, including community involvement, properly planned and budgeted for? (Para 3.2.1)			
3.2.1. Do PAOs and NCOs know how to obtain accurate and timely information keyed to office resource needs and are they able to accurately analyze, project and justify funding requirements? (Para 3.2.5)			
3.2.2. Does PA maintain coordinated office operating instructions (OIs) containing specific guidance about unit policies and procedures? (Para 3.5)			
SECTION 4: COMMUNICATION PLANNING			
4.1. CRITICAL ITEMS	YES	NO	N/A
*4.1.1. Does PA take the initiative to create strategic and tactical communication plans to put the right information in the hands of the right audience at the right time? (Para 4.1)			
4.2. NON-CRITICAL ITEMS	YES	NO	N/A
*4.2.1. Does PA make it a priority to include the four phases of communication (research, planning, execution and evaluation) when planning communication initiatives? (Para 4.3.3)			

SECTION 5: INTERNAL INFORMATION			
5.1. CRITICAL ITEMS	YES	NO	N/A
5.1.1. Does the host commander's internal information program serve the entire base audience, including tenant units, in a coherent and coordinated manner? (Para 5.5)			
5.2. NON-CRITICAL ITEMS	YES	NO	N/A
*5.2.1. Does the base newspaper provide balanced coverage of all base units, and does it prevent tenants from publishing their own newspaper? (Para 5.9.1)			
*5.2.2. Does the base newspaper masthead carry the required staff listing and disclaimer information? (Para 5.11)			
5.2.3. Does the PAO ensure newspaper staff members are excused from duties preventing them from meeting contract deadlines? (Para 5.13)			
*5.2.4. Have PA and the commander established a newspaper editorial policy to ensure consistency and support the internal information program? (Para 5.15.4)			
5.2.5. Does at least one qualified senior member of the PA staff review all editorial content and photographs before publication? (Para 5.15.8)			
5.2.6. Does PA conduct readership surveys and seek other feedback on the base newspaper? (Para 5.17)			
*5.2.6.1. Does PA report feedback results to the readership and use them to develop new services or techniques? (Para 5.17)			
*5.2.7. Does PA advise the commander on the requirement for regularly scheduled (at least quarterly) commander calls? (Para 5.31)			
*5.2.7.1. Are the Commander's Call Topics provided by AFNEWS localized to fit unit needs? Does the PA staff produce a local version of Commanders Call Topics? (Para 5.31.1)			
*5.2.8. For units that operate a commander's access channel (CAC), has the base established a standing committee to determine how the CAC will be used and to settle programming conflicts? (Para 5.41.2.1)			
5.2.8.1. Does PA have 24-hour access to CAC programming equipment? (Para 5.41.2.7)			

SECTION 6: MEDIA RELATIONS			
6.1. NON-CRITICAL ITEMS	YES	NO	N/A
6.1.1. Does the PA staff communicate to base personnel that unfavorable information cannot be classified or withheld simply to avoid criticism of the Air Force? (Para 6.3.2.2)			
6.1.2. Does the commander, in consultation with PA and JA, provide media releasable information without forcing media representatives to go through Freedom of Information Act channels? (Para 6.4.2)			
6.1.3. Is the PA staff trained to understand the Freedom of Information Act (FOIA) and the Privacy Act, and do they correctly incorporate these two acts into their PA duties? (Para 6.4)			
6.1.4. Does PA comply with guidelines concerning the release of information on Air Force people? (Para 6.7)			
6.1.5. Are relations with media representatives impartial? (Para 6.33)			
6.1.6. Does PA ensure media are escorted at all times while on base? (Para 6.33.1)			
6.1.7. Does PA release bad news quickly and candidly, rather than concealing it? (Para 6.33.3)			
6.1.8. Is a PA duty officer instruction book available with up-do-date information? Is the book checked frequently to ensure it remains current? (Para 6.37)			
6.1.9. Has PA briefed security forces, operations center and telephone personnel on procedures for contacting the PA duty officer? (Para 6.37)			
6.1.10. Are responses to queries coordinated with the appropriate wing agencies? (Para 6.39.4)			
6.1.11. Does PA adequately prepare for media interviews, including finding out about the interviewer and audience, choosing spokespersons, developing messages, and preparing people before the actual interview takes place? (Paras 6.42-6.46)			
6.1.11.1. Does the PA staff anticipate issues and questions a reporter will present and develop relevant answers and “messages” to be used during the interview? (Para 6.45)			

SECTION 7: CRISIS COMMUNICATIONS			
7.1. CRITICAL ITEMS	YES	NO	N/A
7.1.1. Is PA part of the Initial Response Force (IRF) during off-base accidents/incidents? (Para 7.4.3)			
7.1.2. Are PA personnel in place at the PA office, accident scene and command post during significant weapons systems mishaps? (Para 7.5)			
7.1.3. Does PA brief base disaster response and support agencies at least annually, including any Air Force people who respond to accidents? (Para 7.23.3.1.2)			
*7.2. NON-CRITICAL ITEMS	YES	NO	N/A
7.2.1. Does PA have plans for a centrally located media operations center? (Para 7.4.1)			
7.2.2. Does the PAO ensure local command post procedures exist to notify the PA duty personnel of a known or suspected incident or event? (Para 7.4.9)			
7.2.3. Are crash kits (crisis response kits) available, maintained and periodically updated? (Para 7.5)			
7.2.4. Does the PA staff follow established guidelines for the release of personal information about victims of accidents, incidents, disturbances and disasters? (Para 7.6)			
7.2.5. Does the commander permit news photography during crises according to established guidelines? (Section 7C)			
7.2.6. Are initial news releases provided to the media within one hour after notification of a major aircraft or missile accident (non-nuclear)? (Para 7.12)			
7.2.7. Is there a Straight Talk Center available to provide base personnel with an authoritative point of contact for current, accurate information about the status of any disturbance, and the command's actions? (Para 7.4.2)			
*7.2.7.1. Is the existence of a Straight Talk Center periodically publicized and is the plan to use it tested regularly? (Para 7.4.2.2)			
*7.2.7.2. Is the Straight Talk Center equipped with telephone lines and an automatic telephone answering service? (Para 7.4.2.2)			
*7.2.8. Does the PA staff know the "Neither Confirm Nor Deny" and release of information policies involving nuclear weapons? (Para 7.22)			

SECTION 8: COMMUNITY RELATIONS			
8.1. CRITICAL ITEMS	YES	NO	N/A
8.1.1. Does the PA staff ensure every community relations planned event complies with public law and DOD policy? (Para 8.6)			
8.1.2. Does the PA staff know, understand and apply the appropriate funding guidelines (primary interest and mutual interest) when planning or determining possible participation in a community event? (Para 8.7)			
8.1.3. Do the commander and PAO maintain personal contact with local civic leaders? (Para 8.49.1)			
8.2. NON-CRITICAL ITEMS	YES	NO	N/A
8.2.1. Do the commander and PAO use the Civic Leader Program to increase awareness and understanding of the Air Force's role in national security? (Section 8H)			
8.2.2. Does the PA staff use established criteria to determine which community relations events base speakers will support? (Para 8.27)			
8.2.3. Does PA maintain records on active or potential military and civilian employee speakers, including brief biographical data and subject matter the speaker is qualified to discuss? (Para 8.29)			
8.2.4. Does the PA staff have written procedures, coordinated through security forces, to handle all types of base tours? (Para 8.41)			
8.2.5. Does the PA staff answer noise complaints directly and completely without referring callers to other bases or commands and without dismissing calls when locally assigned aircraft are not involved? (Para 9.23.2.2)			
SECTION 9: ENVIRONMENTAL PUBLIC AFFAIRS			
9.1. NON-CRITICAL ITEMS	YES	NO	N/A
*9.1.1. Does PA help plan and conduct Earth Day and other environmental awareness activities? (Para 9.7.1)			
*9.1.2. Is PA a member of the base Environmental Protection Committee (EPC) or Environment, Safety and Occupational Health (ESOH) Committee? (Para 9.7.4)			
*9.1.3. Does PA promote environmental success stories to local and regional audiences? (Para 9.7.6)			
*9.1.4. Is PA aware of ongoing Environmental Compliance Assessment and Management Program (ECAMP) activities, and ensure information is provided to the internal audience? (Para 9.24.2)			

SECTION 10: AIR FORCE BANDS			
10.1. NON-CRITICAL ITEMS	YES	NO	N/A
*10.1.1. Does the PA staff follow established procedures for requesting band performances for military and civilian sponsors? (Para 10.7)			
SECTION 11: WARTIME READINESS			
11.1. CRITICAL ITEMS	YES	NO	N/A
*11.1.1. Do PA staff members know their wartime Unit Type Code (UTC) taskings? (Para 12.6.3)			
*11.1.2. Does the PAO ensure all mobility-tasked people are trained in combat skills, using such resources as Phoenix Readiness and exercises and deployments? (Para 12.14)			
*11.1.3. Do unit operations plans contain PA annexes and appendices for media support, internal information, community relations, armed forces radio and television service, and an estimate of manpower requirements? (Para 12.16)			
SECTION 12: ARMY/AIR FORCE HOMETOWN NEWS SERVICE			
12.1. NON-CRITICAL ITEMS	YES	NO	N/A
*12.1.1. Does PA ensure every member involved in a newsworthy event has the opportunity, and is encouraged, to complete a DD Form 2266, <i>Information for Hometown News Release</i> ? (Para 14.7)			
*12.1.1.2. Does PA report significant changes in an individual's status to Hometown News Service after news material has been sent? (Paras 14.7 and 14.14)			
*12.1.1.3 Does PA ensure the accuracy, completeness, timeliness and clearance for public release of all material sent to the Hometown New Service? (Para 14.7.3)			

SECTION 13: SECURITY AND POLICY REVIEW			
13.1. NON-CRITICAL ITEMS	YES	NO	N/A
*13.1.1. Is one person appointed as an overall point of contact to operate the Security and Policy Review Program? (Para 15.9)			
*13.1.1.2. Does PA maintain a Security and Policy Review Program status log of information being reviewed? (Para 15.9.1.1)			
*13.1.1.3. Does the PA staff maintain an effective Security and Policy Review Program suspense system? (Para 15.9.1.2)			
SECTION 14: PUBLIC AFFAIRS PHOTOGRAPHY			
14.1. NON-CRITICAL ITEMS	YES	NO	N/A
*14.1.1. Does PA comply with policy on release of photographs? (Para 17.2)			
*14.1.2. Does PA staff know and abide by the policy on the alteration of Official DOD Imagery? (Para 17.4)			
SECTION 15: NEW MEDIA			
15.1. NON-CRITICAL ITEMS	YES	NO	N/A
*15.1.1. Does PA use the World Wide Web and other new media tools to enhance public and internal communication programs? (Para 18.2.1)			
*15.1.2. Has the commander established local clearance and approval procedures for posting information to the World Wide Web? (Para 18.4.6.2)			
*15.1.2.1. Does the PA staff review the contents of all unit World Wide Web home pages prior to their being made available to the public? (Para 18.4.6.4)			